

2004 Army Exit Survey Results

6/26/00 to 7/9/04

**Department of the Army
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1
Plans & Strategies Division**



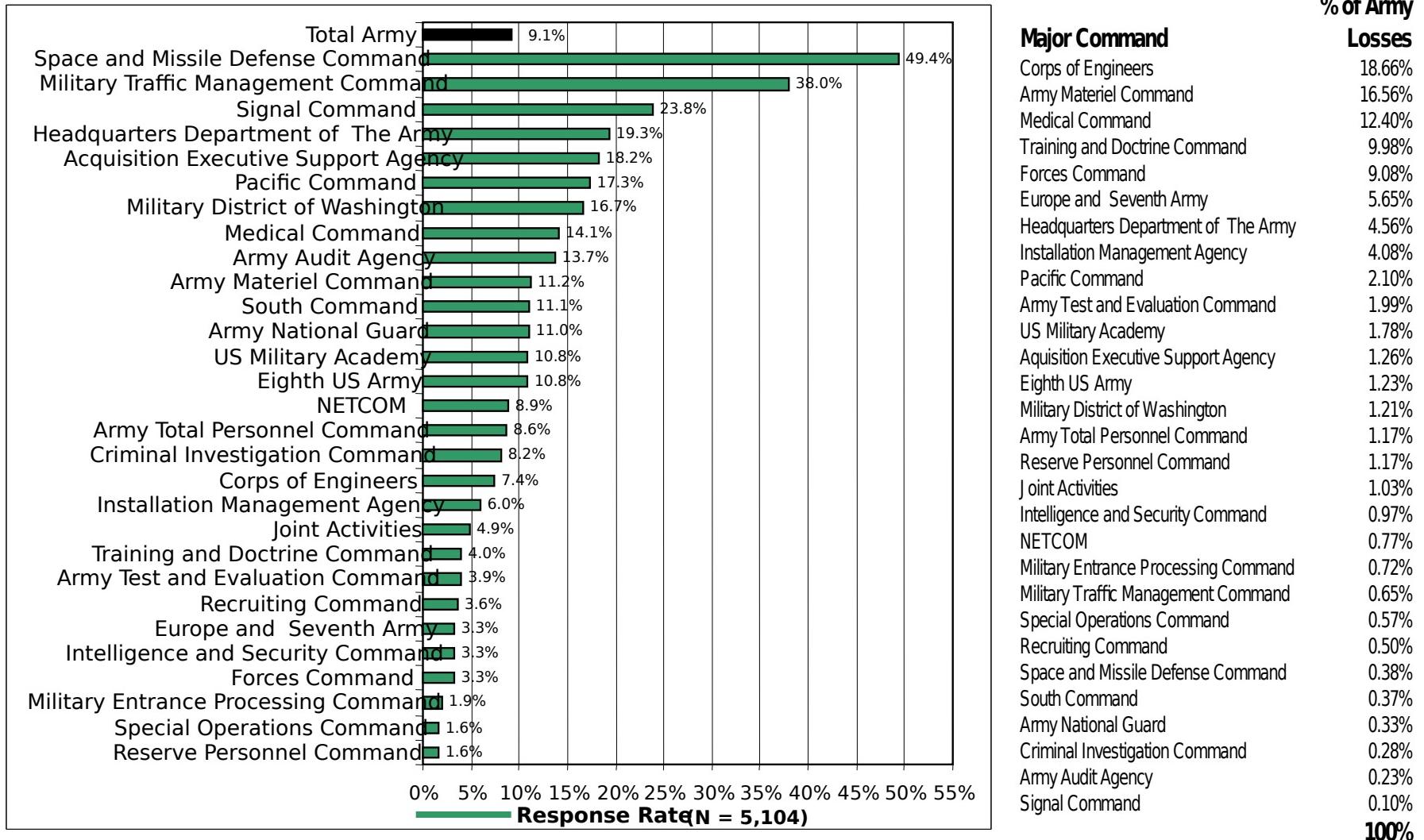
Demographics

Response rate for Army was 9% but varied between 1.6% and 49.4% for the various Commands.

Different commands were responsible for different percentages of Army loses with Corps of Engineers contributing the most (18.66%) and Signal Command Contributing the least (.1%).

The typical respondent was a GS-12, 47-year-old white male with 11.2 years of army civilian service and 15.3 years of federal civilian service who made \$86,000 or more in salary.

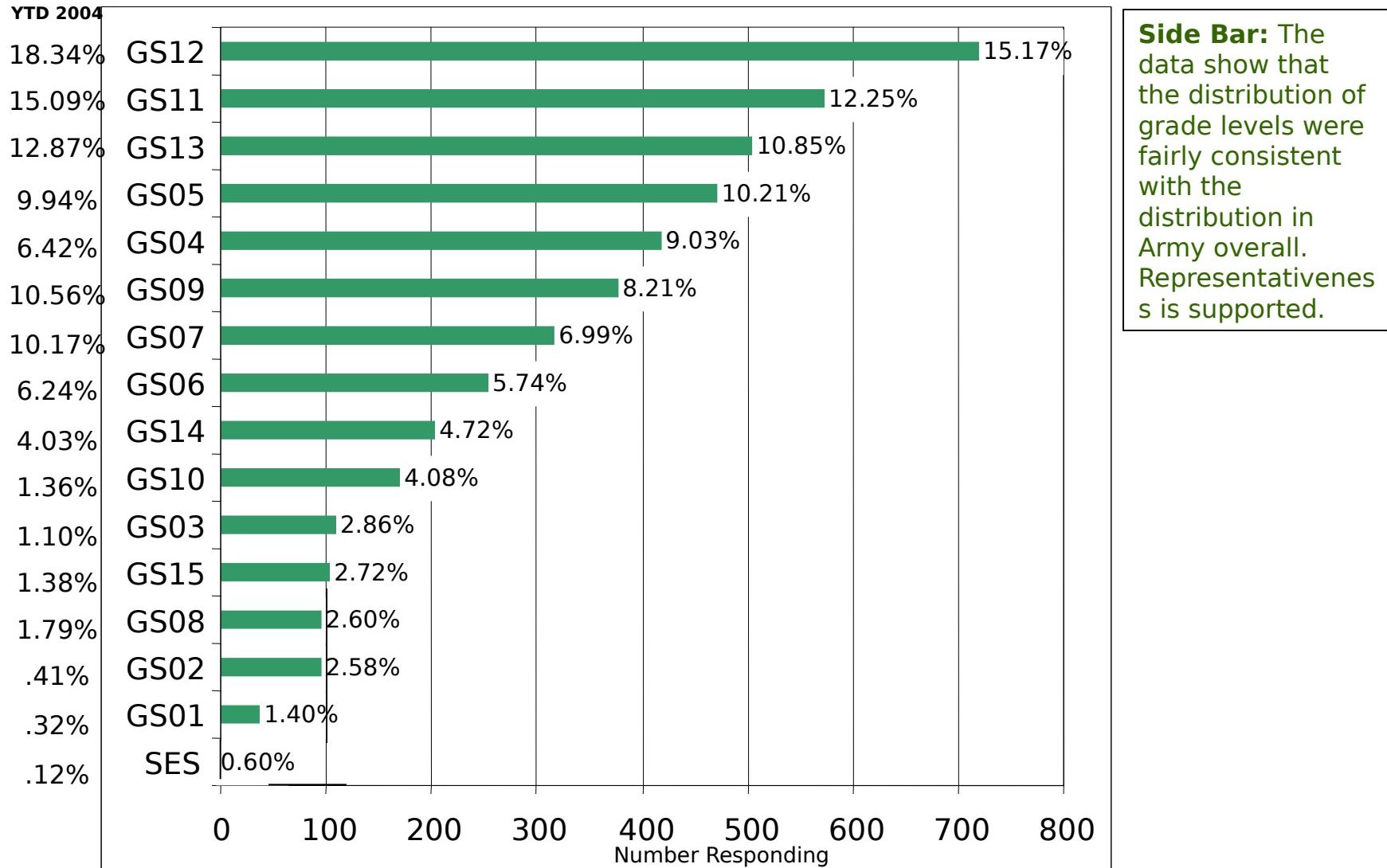
Response Rate and Percent of Total Attrition By MACOM



Data based on data from June 1, 2003 to June 30, 2004

N = 21,760

Percent Number and Percent of Each Grade Level Responding in Army



Side Bar: The data show that the distribution of grade levels were fairly consistent with the distribution in Army overall. Representativeness is supported.

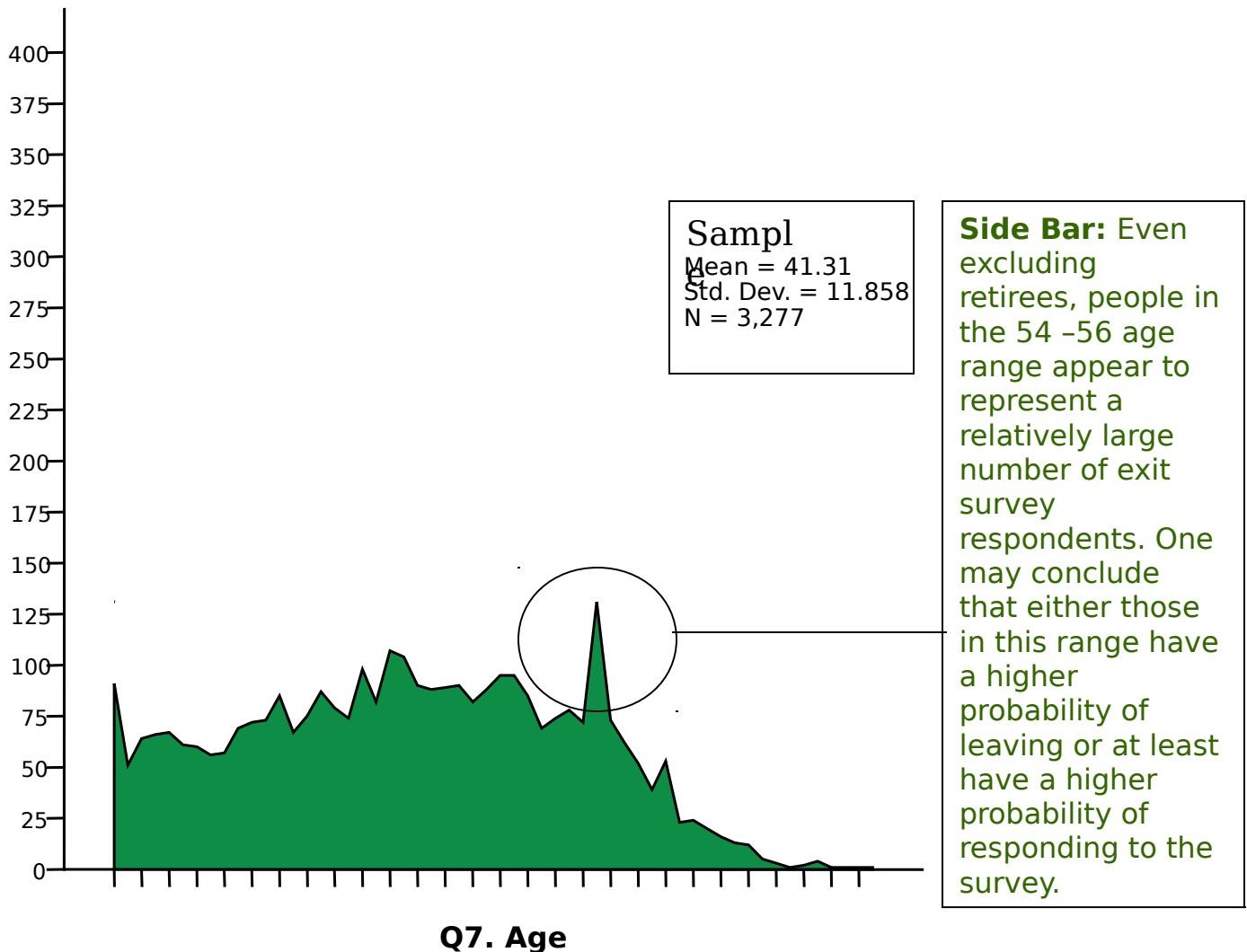
Data based on total Army loses by grade level from 6/26/00 to 7/9/04 with about 5,104 respondents.

Age of Persons Responding (Including retirees)

Sample	Army population 2004 YTD
Mean = 47.029 Std. Dev. = 13.0952 N = 4,896	

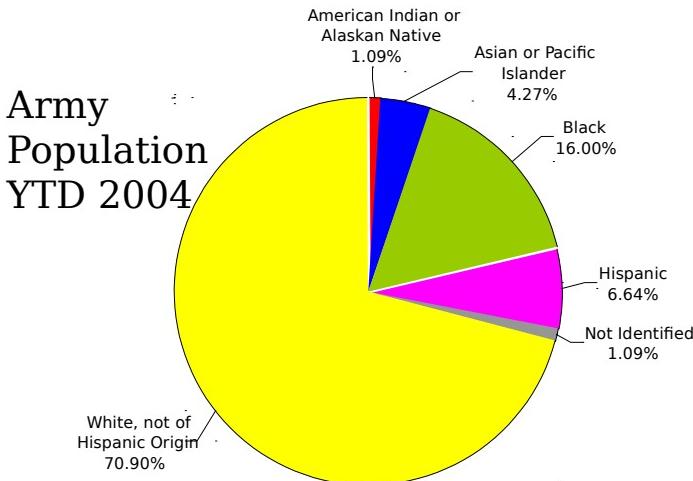
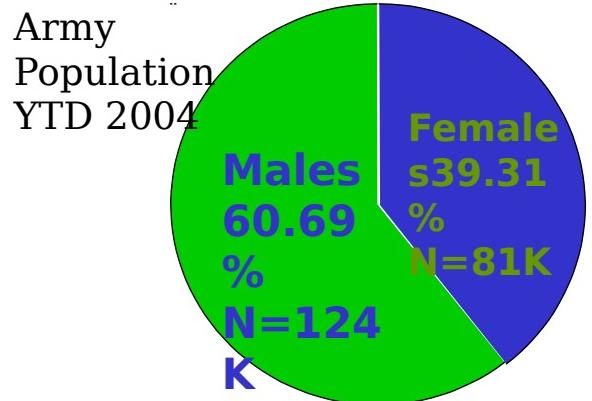
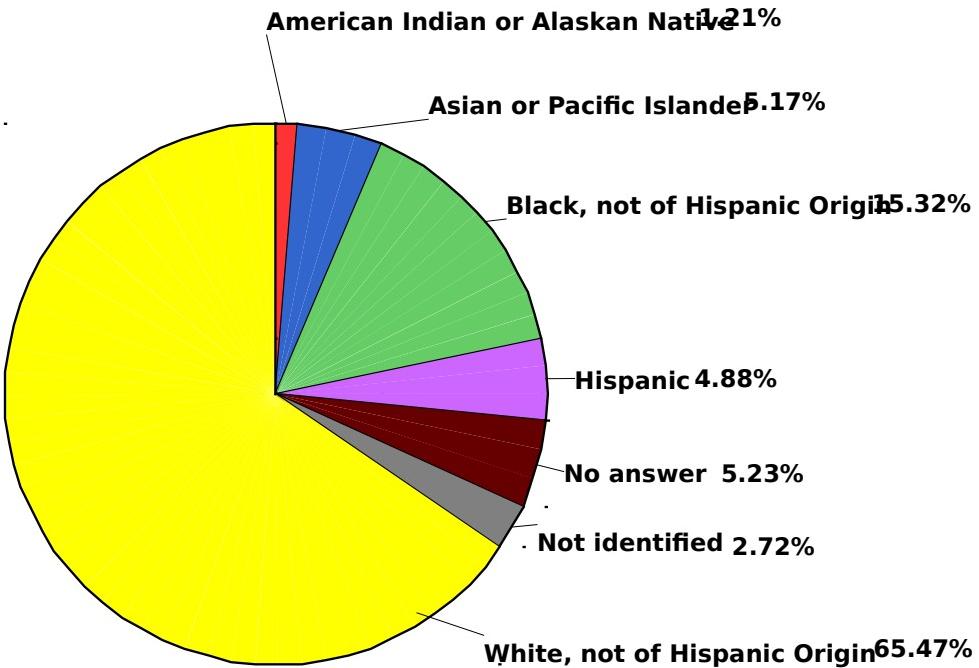
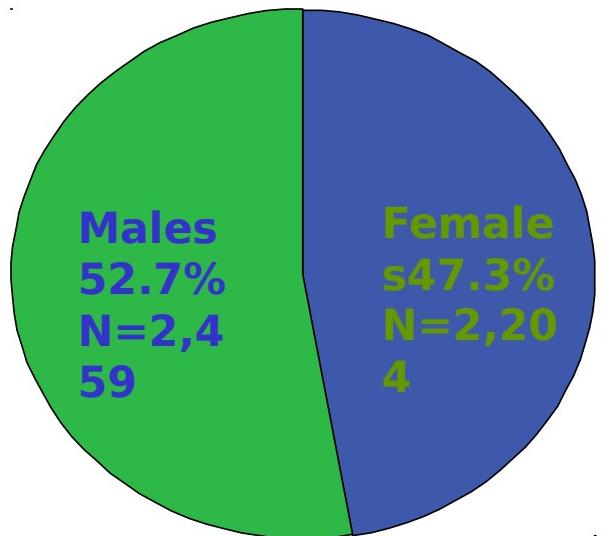
Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 4,896 respondents.

Age of Persons Responding (Excluding retirees)



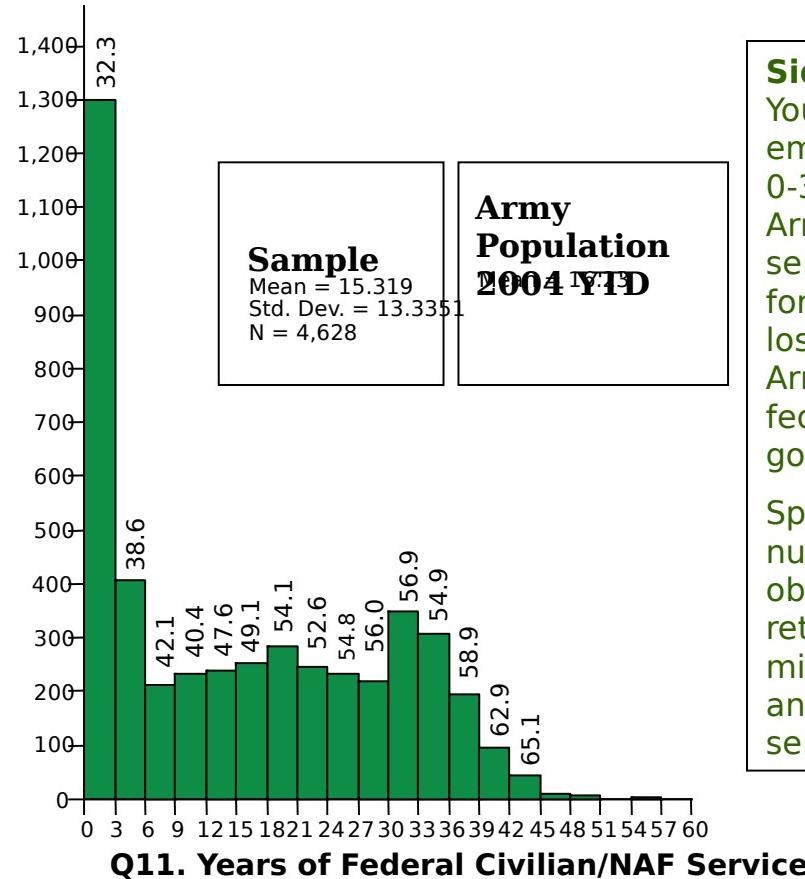
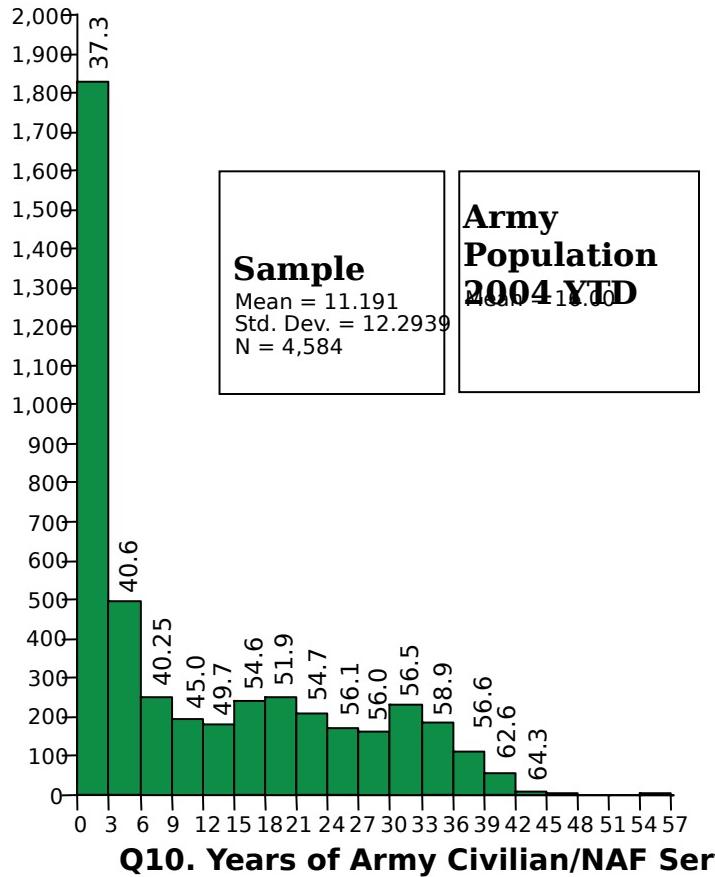
Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 3,277 respondents.

Gender and Racial Group Membership of Persons Responding



Years of Army Civilian and Federal Civilian Service of Persons Responding

(Average Age Per “Bin” Included)



Side Bar:
Younger employees with 0-3 years of Army/Federal service account for most of the losses from Army and the federal government.

Spikes in loss numbers were observed at retirement milestones of 20 and 30 years service.

Item Analysis

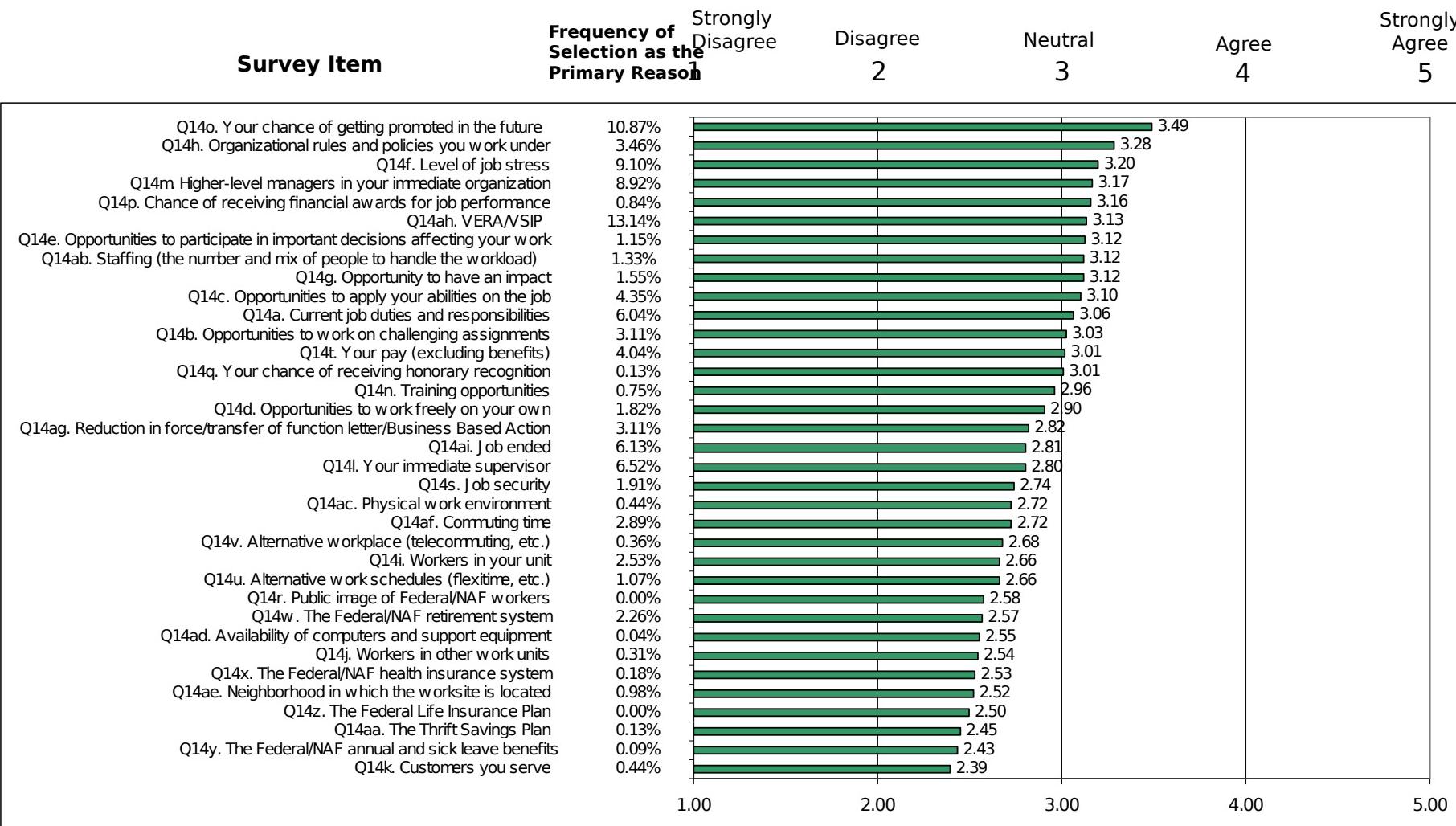
Chance of getting promoted in the future, organizational rules and polices, and level of job stress were reported as the most influential reasons for leaving Army.

Other than VERA/VSIP, chance of getting promoted in the future, higher-level managers in the immediate organization, and level of job stress were the most frequently identified as the single most important factors in the decision to leave Army.

The customers one serves and benefits (sick leave, TSP, insurance, etc) were reported as the least influential reasons for leaving Army.

Although still the number one reason, the influence of “chance of getting promoted” has decreased steadily since FY 2000. Conversely, the influence of higher level managers, job stress, organizational rules/procedures has increased over the last 3 fiscal years.

To what extent do you agree or disagree with each of the following as reasons for you to leave Army service?

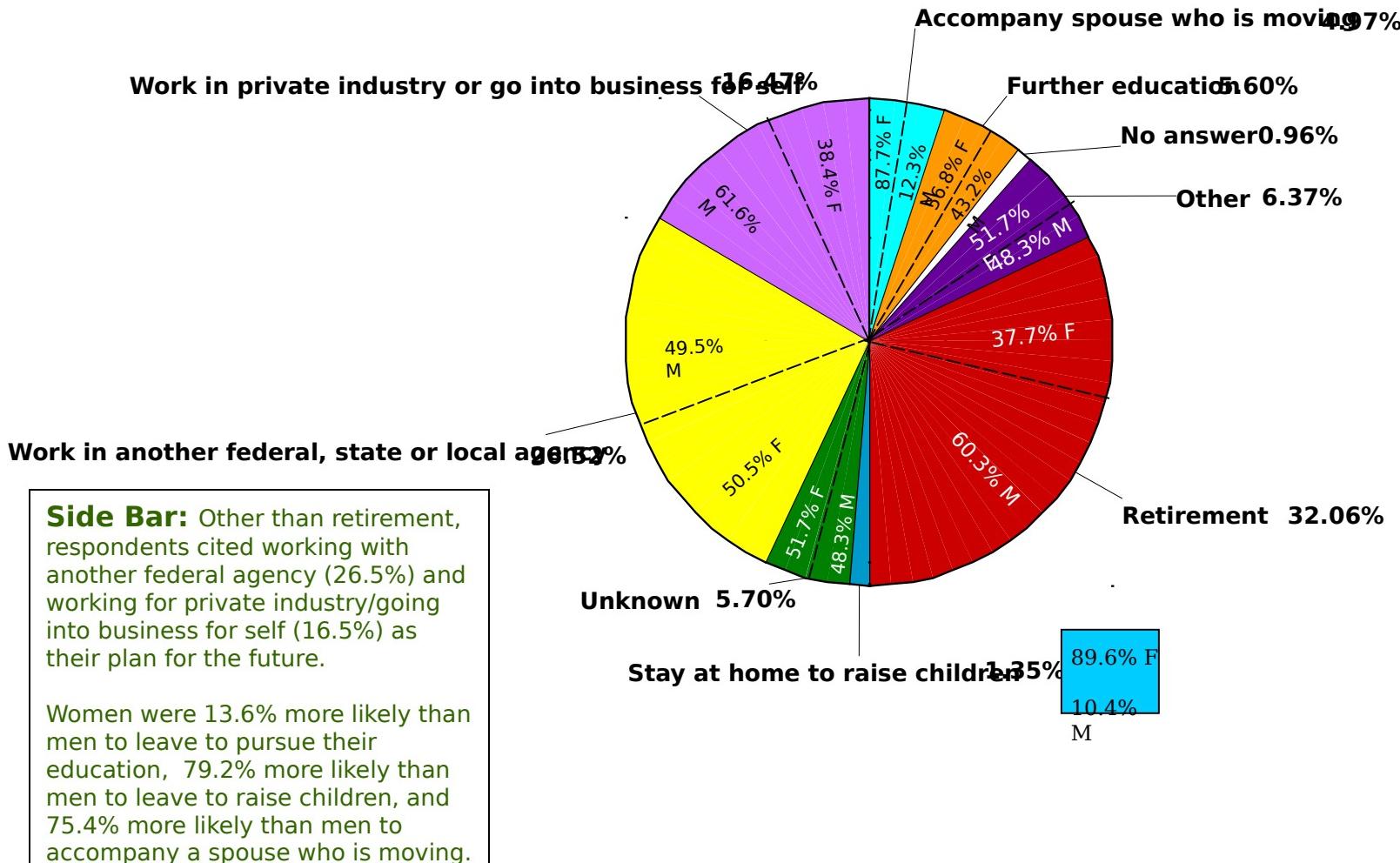


Percentages report the frequency which that item was selected as the primary reason for leaving Army.

Green bars report the average level of influence exerted by each item.

Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 5,104

Q12. Future Plans By Gender



Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 5,106 respondents.

Salary Level Claimed by Persons Responding

**Salary Level Claimed by Persons
Responding
(Excluding Retirees)**

**Army
Population
2004 MED** \$40.86

Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 5,000 respondents.

Future Salary Anticipated by Persons Responding

Data based on total Army Exit Survey results from 6/26/00 to 7/9/04 with about 2,402 respondents.

Difference Between Current and Anticipated Salary Level

Salary Bin Conversion
\$14,000 or less =1
\$15,000-\$20,000 =2
\$21,000-\$25,000 =3
\$26,000-\$30,000 =4
\$31,000-\$35,000 =5
\$35,000-\$40,000 =6
\$41,000-\$45,000 =7
\$46,000-\$50,000 =8
\$51,000-\$55,000 =9
\$56,000-\$60,000 =10
\$61,000-\$65,000 =11
\$66,000-\$70,000 =12
\$71,000-\$75,000 =13
\$76,000-\$80,000 =14
\$81,000-\$85,000 =15
\$86,000 or more =16

Side Bar: The most typically anticipated future salary was \$86,000 or more and respondents tended to anticipate earning .8 of one salary bin more than their current salary after separation.

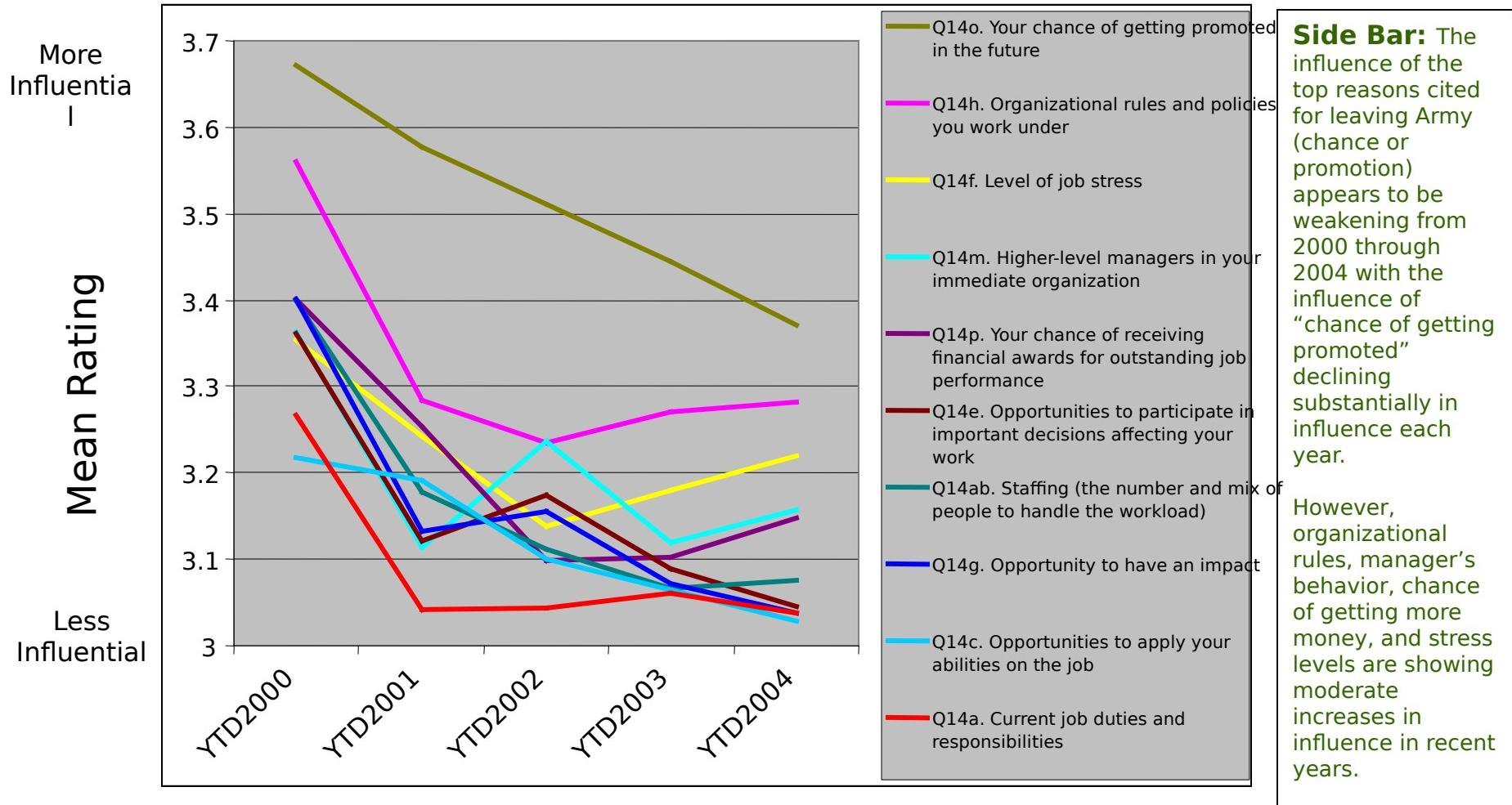
Pay was only the 12th most influential reason for leaving but results show a trend toward higher expected salaries than what respondents currently earn.

Salary Bins

Differences observed are based on rescaled (1-16) current and anticipated salary levels.

Data based on survey results from 6/26/00 to 7/9/04 with about 2,402 respondents.

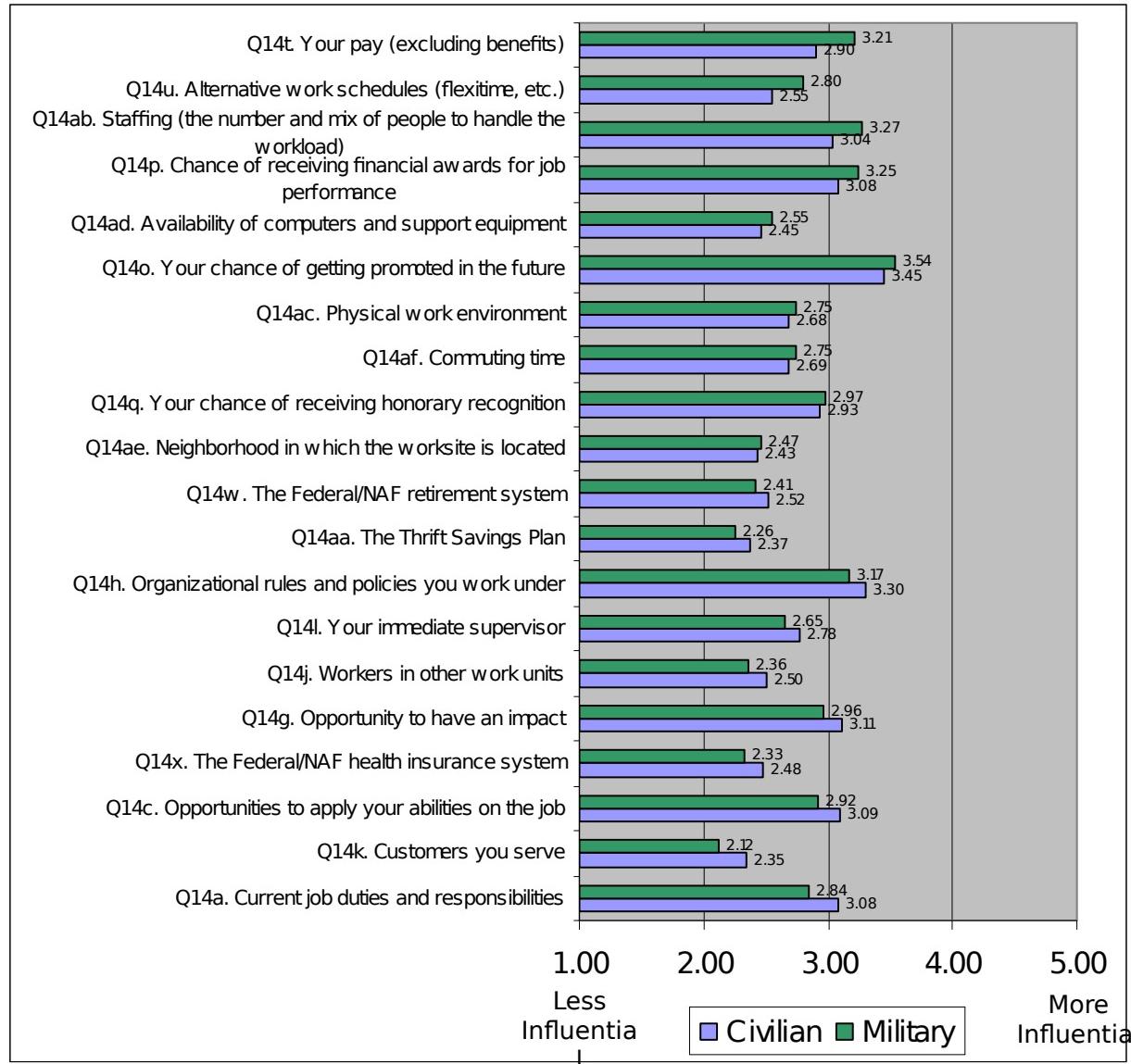
10 Most Influential Reasons People Left Army by Year



Mean based on a scale from 1 (small influence) to 5 (large influence)

N = 3,381

Items Showing the Greatest Difference Between Civilian led and Military led Subordinates



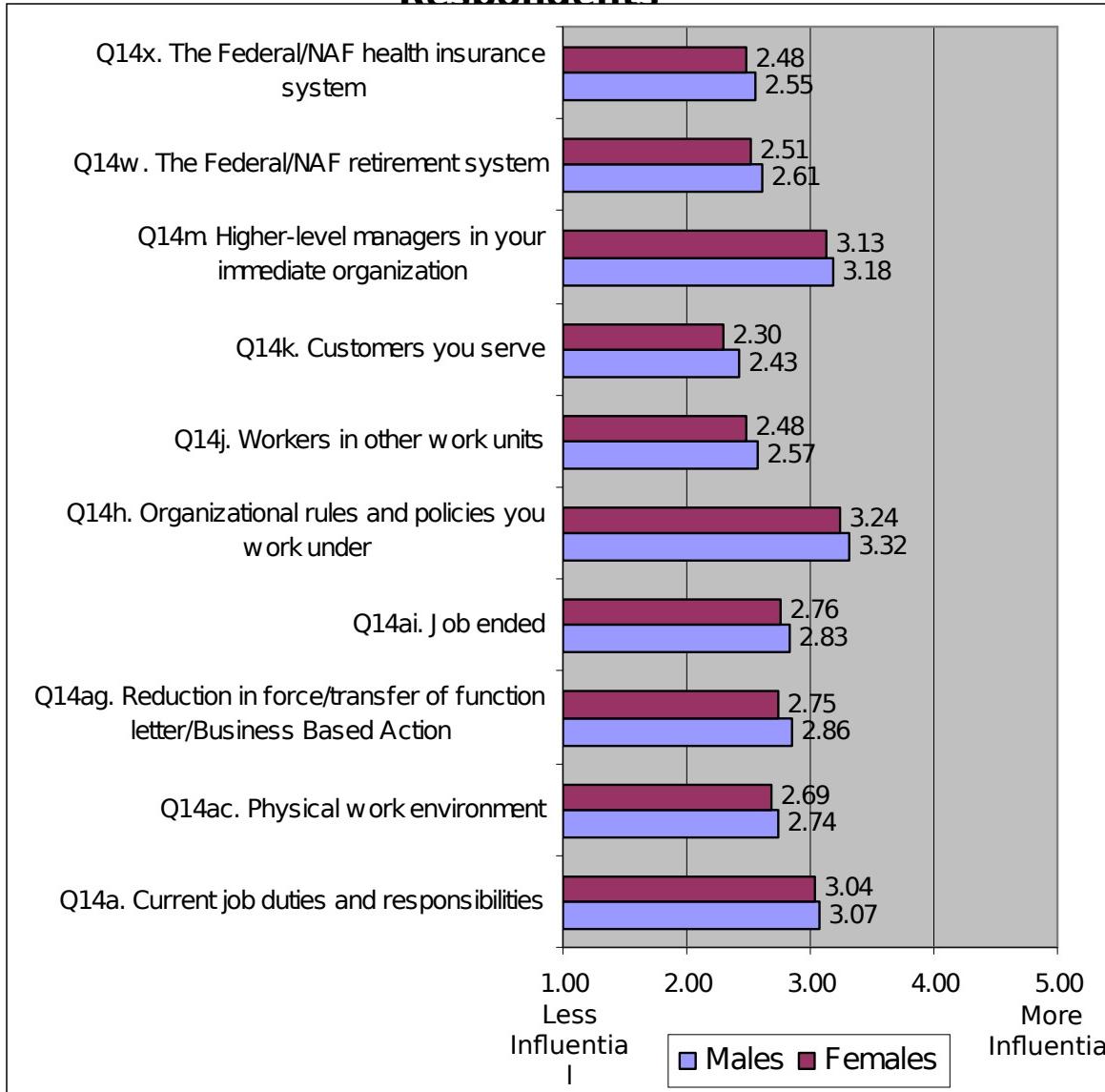
Side Bar: Military-led respondents reported pay, alternative work schedules, and workload as being more influential on their decisions to leave than did their civilian led counterparts.

Civilian-led respondents reported job duties, customers, and opportunity to apply abilities as being more influential in their decision to leave than did their military led counterparts.

Military led respondents report “job context” concerns more so than their civilian led counterparts who report more “job content” concerns.

Data based on responses from 3,761 civilian led and 557 military led employees

Items Showing the Greatest Difference Between Male and Female Respondents

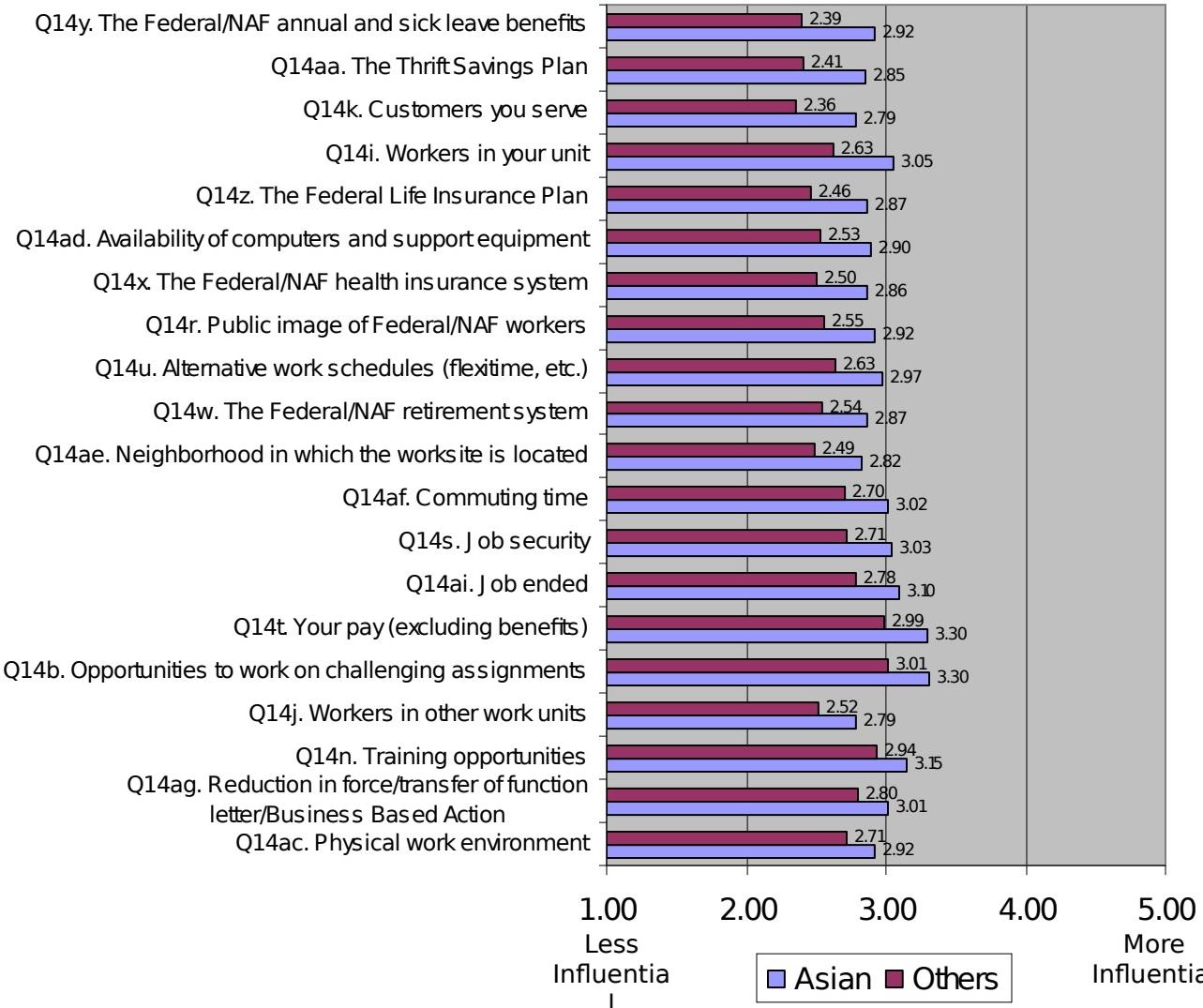


Side Bar: Males seemed to report slightly higher levels of influence for the survey factors than did their female counterparts. Males seemed to be more adamant than women in their opinion about the influence of the factors.

Chance of getting promoted was the number one reason cited for leaving Army by both men and women.

Data based on responses from 1,757 males and 1,344 females

Items Showing the Greatest Difference Between Asian Americans and All Others

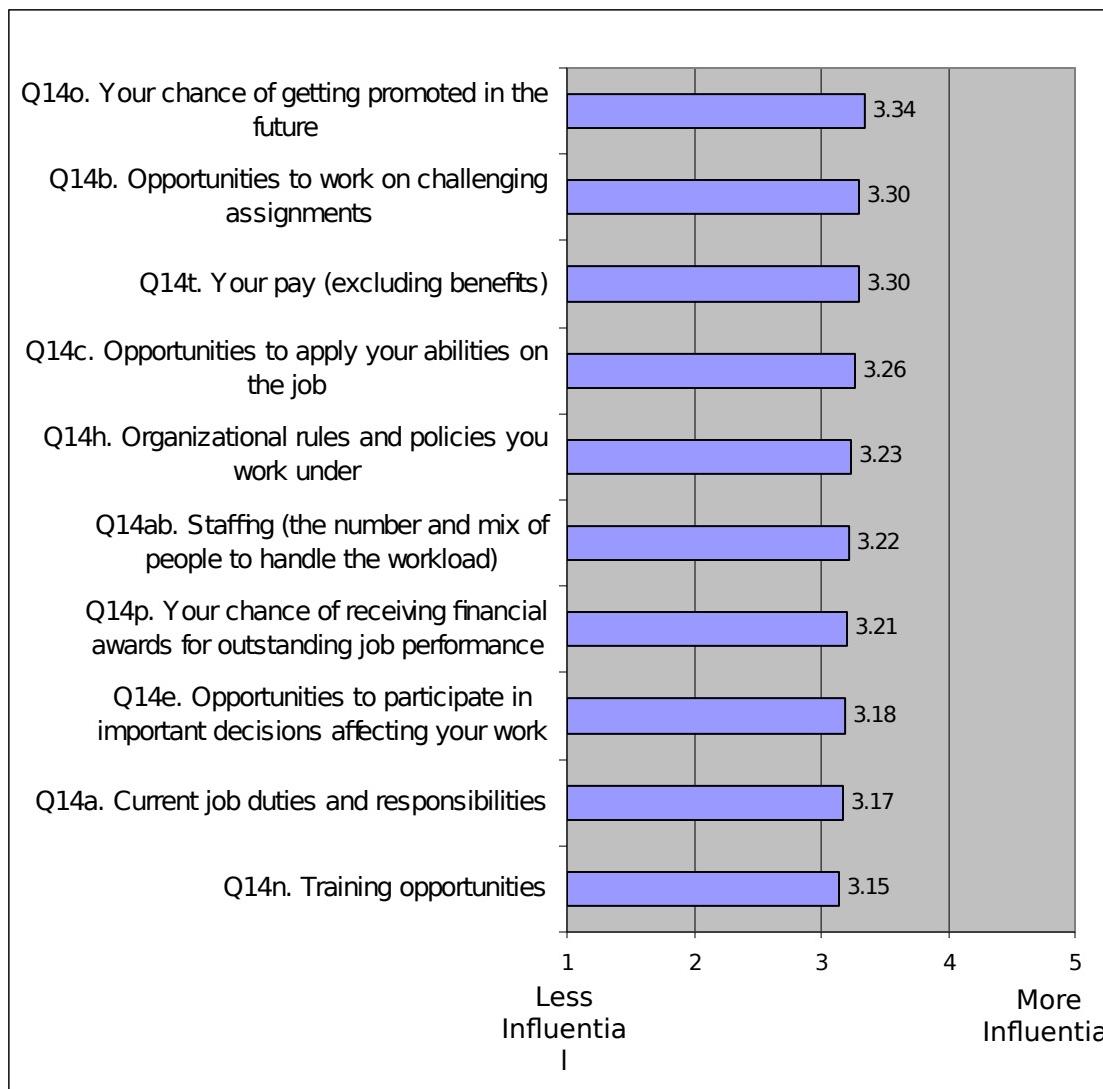


Side Bar: There were few significant differences in factor influence between racial groups. However, Asians appeared to report that many factors influenced their decision to leave much more so than the other racial group members.

Asians reported that sick leave benefits, TSP, customers, and co-workers influenced their decision to leave much more so than other racial group members.

Data based on responses from 194 Asian Americans and 3,046 all others

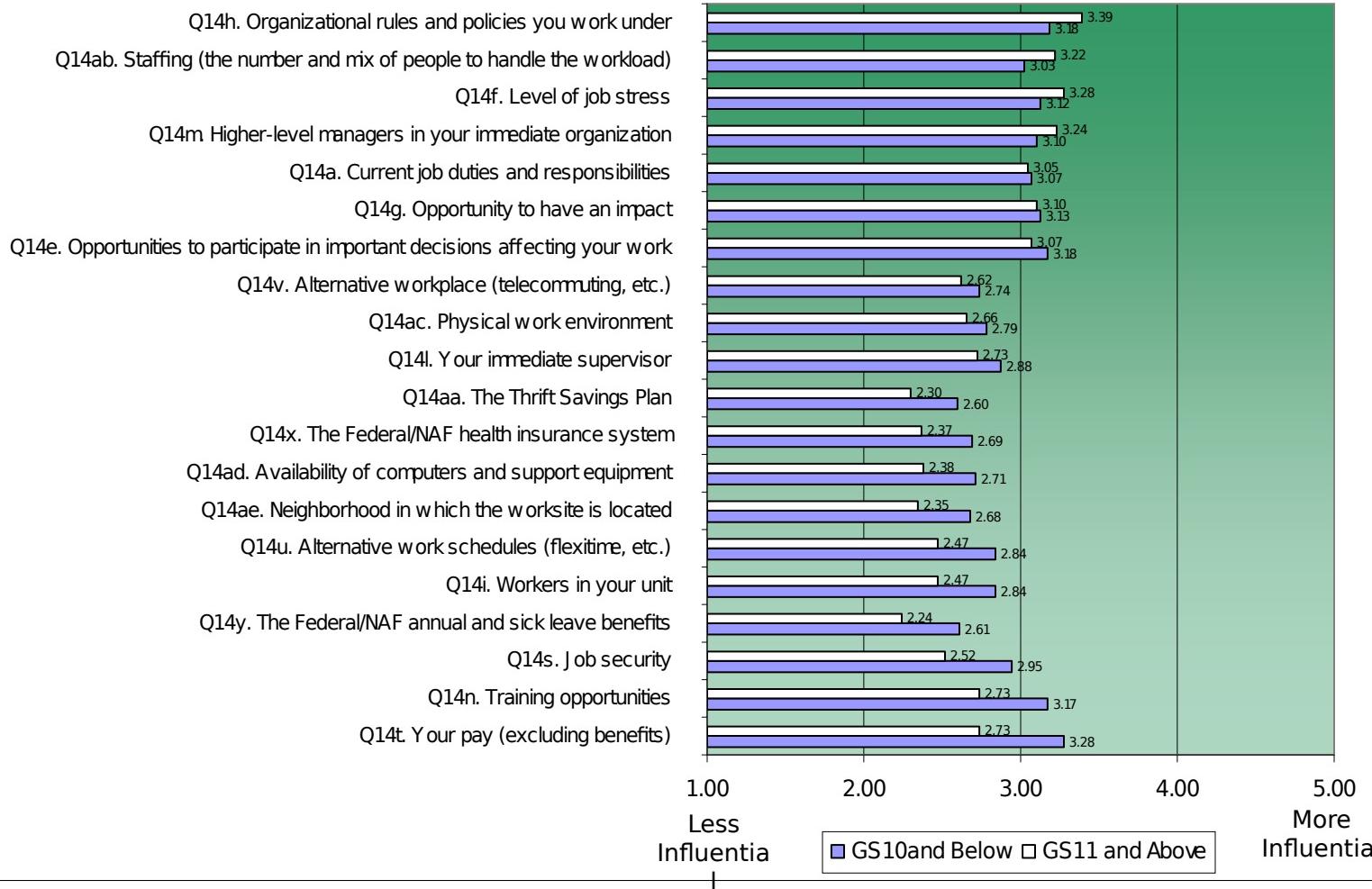
Items Showing the Most Influential Reasons for Leaving Army by Asian Americans



Side Bar:
Chance of getting promoted was the number one reason cited for leaving Army by Asian Americans.

Pay was the 13th most influential reason for Army overall but 2nd for Asians.

Items Showing the Greatest Difference Between GS10 and Below Versus GS11 and Above



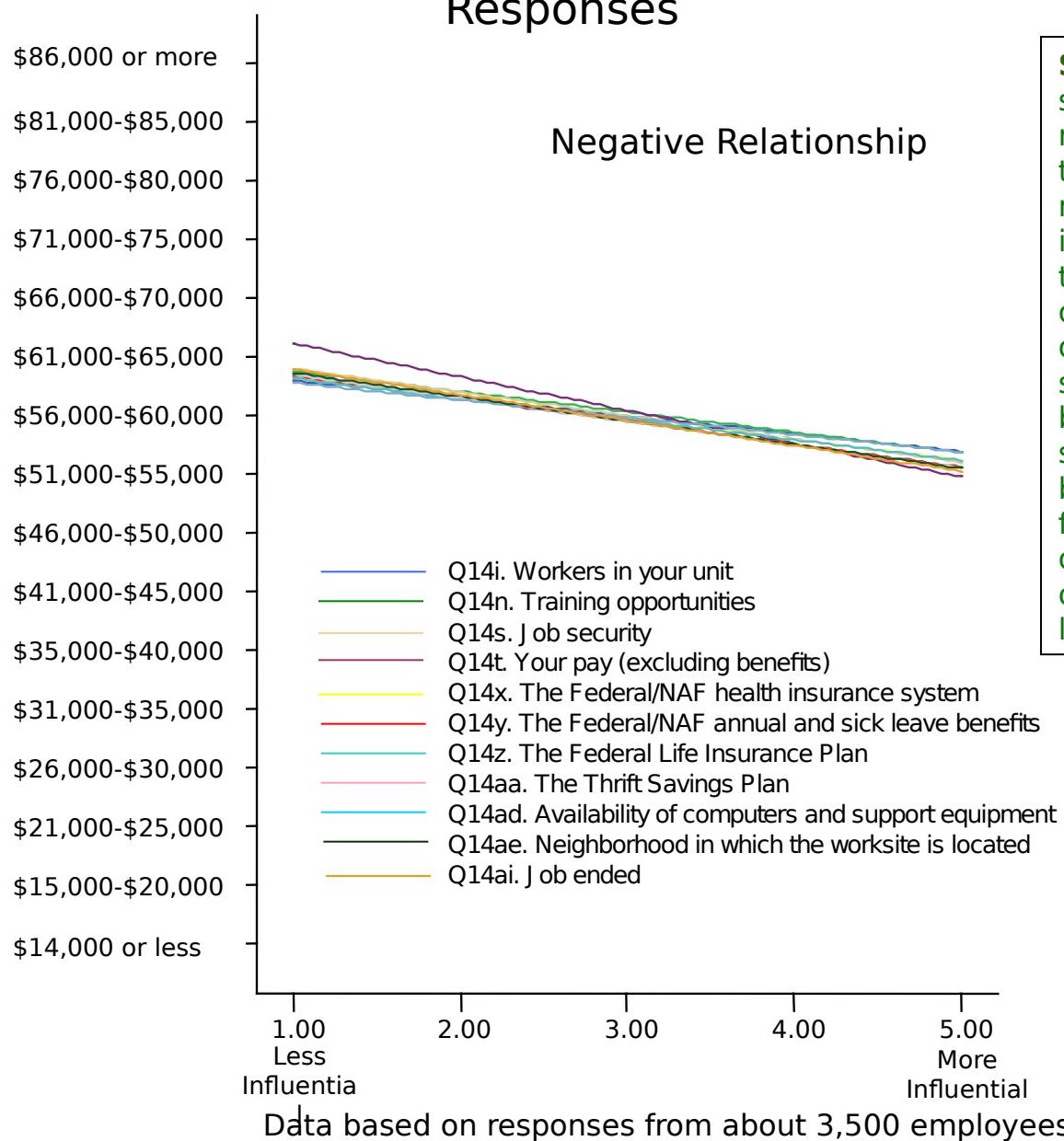
Side Bar:
Analysis determined that the greatest differences in survey responses were observed by separating respondents into GS-10 and bellow and GS-11 and above.

"Job content" concerns such as rules/policies, workload and job stress were cited as influencing the exit decision of level 11 and above more so than their level 10 and below counterparts.

"Job context" concerns such as pay, training opportunities, job security, and sick leave benefits were more influential to the exit decision of GS 10s and below than they were for GS 11s and above.

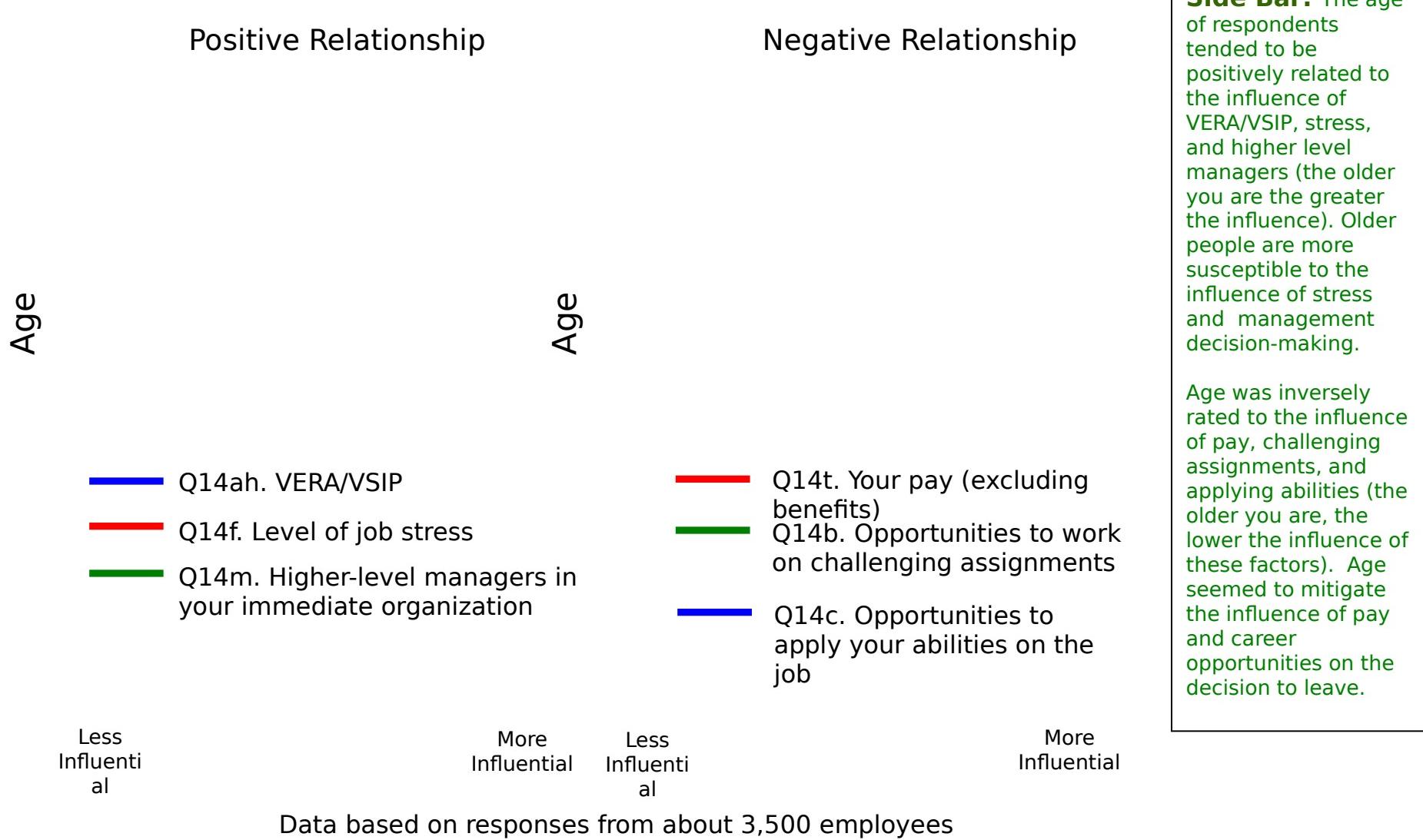
Data based on responses from 2,687 GS10 and below and 2,317 GS11 and above employees

Statistically Significant Relationships Between Pay and Exit Survey Responses



Side Bar: The salary one receives tended to be inversely related to the exit influence of training opportunities, other workers, job security, pay and benefits. Money seems to have a buffering effect for the influence of these factors on the decision to leave.

Statistically Significant Relationships Between Age and Exit Survey Responses



Summary

1. Response rate for Army was 9% but varied between 49.4% and 1.6% for the various Commands.
2. The typical respondent was a GS-12, 47-year-old white male with 11.2 years of army civilian service and 15.3 years of federal civilian service who made \$86,000 or more in salary.
3. Chance of getting promoted in the future, organizational rules and polices, and level of job stress were reported as the most influential reasons for leaving Army.
4. Other than VERA/VSIP, chance of getting promoted in the future, higher-level managers in the immediate organization and level of job stress were the most frequently identified as the single most important factors in the decision to leave Army.
5. The customers one serves and benefits (sick leave, TSP, insurance, etc) were reported as the least influential reasons for leaving Army.
6. Other than retirement, respondents cited working with another federal agency (26.5%) and working for private industry or going into business for self (16.5%) as their plan for the future.
7. The most typically anticipated future salary was \$86,000 or more and respondents tended to anticipate earning .8 of 1 salary bin more than their current salary on their next job.
8. The influence of the top reasons cited for leaving Army appears to be weakening from 2000 through 2004 with the influence of “chance of getting promoted” declining substantially in influence each year. However, organizational rules and stress levels are showing moderate increases in influence in recent years.
9. Military-led respondents reported pay, alternative work schedules, and staffing as being more influential on their decisions to leave than did their civilian led counterparts.
10. Civilian-led respondents reported job duties, customers, and opportunity to apply abilities as being more influential in their decision to leave than did their military led counterparts.

Summary - Continued

11. Males seemed to report higher levels of influence for the survey factors and reported that health insurance, retirement, higher level managers influenced their decisions to leave more so than did their female counterparts.
12. There were few significant differences in factor influence between racial groups. However, Asians appeared to report that many factors influenced their decision to leave much more so than the other racial group members.
13. Asian reported that sick leave benefits, TSP, customers, and co-workers influenced their decision to leave much more so than other racial group members. Chance of getting promoted was the most influential reason Asian left Army.
14. Analysis determined that the greatest differences in survey responses were observed by separating respondents into GS-10 and below and GS-11 and above. Rules/policies, staffing and job stress were cited as influencing the exit decision of level 11 and above more so than their level 10 and below counterparts.
15. Pay, training opportunities, job security, and sick leave benefits were more influential to the exit decision of GS 10s and below than they were for GS 11s and above.
16. The salary one receives tended to be inversely related to the exit influence of training opportunities, other workers, job security, pay and benefits. The more money one makes the less these factors influenced the decision to leave.
17. The age of respondents tended to be positively related to the influence of VERA/VSIP, stress, and higher level managers (the older you are the greater the influence) while age was inversely rated to the influence of pay, challenging assignments, and applying abilities (the older you are, the lower the influence of these factors).